

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 8 / 8 / 18

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

Motion to accept OGE 3rd Quarter Report for FY18

3. Supporting Materials

Report Resolution Contract

Other:

1.

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter: Joshua Doxtator, Chief Operating Officer, Oneida Golf Enterprise

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Name, Title / Dept.

Additional Requestor:

Name, Title / Dept.

Oneida Business Committee Agenda Request

6. Cover Memo:

Describe the purpose, background/history, and action requested:

Update the Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 3rd Quarter of FY18.

Request a motion to accept OGE 3rd Quarter Report for FY18.

- 1) Save a copy of this form for your records.
- 2) Print this form as a *.pdf *OR* print and scan this form in as *.pdf.
- 3) E-mail this form and all supporting materials in a **SINGLE** *.pdf file to: BC_Agenda_Requests@oneidanation.org

Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

June, 2018

The Oneida Golf Enterprise Corporation (OGEC) is a corporation of the Oneida Nation established to oversee and manage the business known as Thornberry Creek at Oneida.

Narrative Report

Business Practice, Market Overview, Place Within Market:

- Thornberry Creek at Oneida (TCO) is a 27 hole premier golf course settled in a rural. prestigious housing development on the Oneida reservation.
- TCO is the Official Golf Course of the Green Bay Packers.
- TCO Legends Course was ranked "Best of the Bay" 2018 best golf course by Green Bay Press Gazette.
- TCO is considered a leader in charitable golf event hosting and a leading choice for future brides.
- Thornberry Creek at Oneida has 15,000 square feet of flexible banquet space with large windows and spectacular views. This space will accommodate up to 300 guests at round tables at a time. We also future a porch room that accommodates up to 40 people. Included in this space is the Cupola available for smaller wedding ceremonies and intimate gatherings.
- Thornberry Creek at Oneida also offers a full range of conference equipment and amenities for the corporate client.
- TCO hosted 51 special events in the 3rd quarter for a total of 97 special events in the FY 2018.
- TCO hosted 25 golf events in the 3rd quarter for a total of 29 in FY 2018. .
- FY2018 season pass revenue is up 10% to prior year and 6% to budget.
- TCO has hosted 2 stay and plays in June

Competitive Analysis:

GOLF

- Competitive analysis will be completed in the 4th quarter.

Strategies for Improved Value:

- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months booking into 2018 and 2019. Saturdays in 2018 are sold out from May to September with many Fridays booked as well.
- In FY2018 we will continue to maximize green fee revenue by now charging premiums for Thursday and Friday golf outings. This will allow us to move some outings away from peak times and sell more peak green fees and free us up to book our banquet areas on Fridays.
- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX.
- TCO continues to be a major supporter in donations and giving within the community.

Material Changes or Developments in Market/Business:

- The Eagle room has been utilized throughout the winter and spring with mostly pass holder parties but we have begun to actively sell the room. We will plan to sell most golf outings the Eagle room so that we can keep the pub and ballroom open for patrons and weddings.
- Frontline staffing has improved and we were comfortable with all hourly employees except for in the kitchen we are short staffed. The core managers have done very well however burnout is becoming a factor in multiple departments due to managers incurring 50-70 hour work weeks.
- Manager positions continue to turn over for various reasons including quality managers moving on or termination. Despite the adversity and turnover we have worked very hard to get a good group of managers in place for the 2018 season. Manager performance is satisfactory so far this season however we can always improve. We hired and trained Justin Nishimoto, PGA Head Golf Professional and Ashley Morrow, HR administrator this spring.
- Our current manager structure is as follows;
 - Josh Doxtator – COO
 - Justin Fox – General Manager
 - Donelle Walters – Food and Beverage Director
 - Wes Suzawith, Joy Lundberg – Restaurant Managers
 - Ken Hein – Executive Chef
 - Heather Buchberger – Catering Coordinator
 - Steve Archibald – Golf Course Superintendent
 - Pete Nowak – Assistant Golf Course Superintendent
 - Ed Brusky – Golf Course Fleet Mechanic
 - Justin Nishimoto – Head Golf Professional
 - Travis Relyea – Golf Operations Manager
 - Ashley Morrow – Human Resources Administrator
 - Nicole Binnebose – Accounting Assistant

Market Growth:

- Social media had a 3% growth from April 1 to June 30.

- We attribute unsatisfactory revenues to poor weather in November 2017 and April 2018. We are doing our best to control costs and keep Net Income better than budgeted.
 - In 2017 November 8th was our last day of fall golf in FY2018. In 2016 November 18th was our last day of fall golf in FY2017. 10 days more in prior year.
 - In 2018 April 27th was our first day of spring golf in FY2018. In 2017 March 28th was our first day of spring golf in FY2017. 32 more days in prior year.
 - Total of 42 more playable days in prior year.
 - Compared to prior year (PY) November is down \$25k in F and B revenues in the restaurant and bar, banquets has minimal decrease. Compared to PY April is down \$27k in F and B revenues in the restaurant and bar, banquets has minimal increases.
 - Compared to PY golf in November is down \$26k in green fees. Compared to PY golf in April is down near \$70k consisting of \$43k in Green fees, \$17k in golf shop sales and other ancillary revenues.
- Revenues are down over all but we have continued to control expenses. Our expense budget is under \$109,051 to budget and over \$104,362 compared to the prior year.
- Net Income is \$41,384 better than budgeted and \$23,568 better than previous year.
- With Net Income being \$41,384 better than previous year this shows that we are more profitable with less revenue proving that we are becoming more efficient and focusing more on expenses (events, advertising, staffing) that ensure that we are profitable.
- According to the National Golf Foundation precipitation was down 7% in the June however rounds are down 6% in the Midwest Region.

Pending Legal Action:

- No litigation pending.

Quarterly Financial Summary Attached